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IDENTIFIERS	Suffolk County (New York)

ABSTRACT

A case study in career advancement in the community action agency in Suffolk County, New York, presents information on demography, economics, institutional resources, minority groups, political structure, funded programs, and the agency's background, as well as on the problems, objectives, benefits, activities, and strengths and weaknesses of the program. Plans are being made: to increase the staff and to provide more training and technical assistance to the target area; to establish staff attendance at all neighborhood council meetings; to recruit staff through a combination of traditional approaches and selection standards outlined in the personnel plan. Supervisors will assess non-professional staff twice yearly. The program director will continue to recruit volunteers. (A program account budget sets out the amount requested for the total program from federal and other sources). (NL)

U.S. DEPARTMENT OF HEALTH, EDUCATION & WELFARE
OFFICE OF EDUCATION

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ED043809

A CASE STUDY IN CAREER ADVANCEMENT in the COMMUNITY ACTION AGENCY

New Careers Training Laboratory
184 Fifth Avenue
New York City, N.Y.
212-989-7979

AC 008 013

SUFFOLK COUNTY

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I. THE COUNTY

A. Demography

Suffolk County is a mixed suburban and rural county with a population of just over 1 million. The County's population has been increasing significantly; since 1960 it has grown over 35%. No single community has more than 20,000 and over 90% of the people are concentrated in the five western townships, with the remainder scattered in five predominantly rural townships. Suffolk County has a fairly static Negro population of over 60,000 located in several ghetto pockets. It also has a growing Spanish speaking population of about 15,000 (and growing) concentrated primarily in two areas. The county is over 90 miles long, and averages about 20 miles wide. Half of the county's area is sufficiently rural to be eligible for Farmer's Home Administration Programs. Most people have migrated from the nearby metropolis. Over 30,500 families within the target areas meet OEO poverty income criteria.

B. Economics

The largest single employer is the county government, with airplane production being the only large manufacturing industry. A dwindling portion of the work force is engaged in agriculture. -- potatoes, ducks, and sod farms. There is a county unemployment rate nearly double the national average.

C. Institutional Resources

Within the county there are 58 separate public school systems each with its own elected school board, and a parochial system serving approximately less than 10% of the total school enrollment. In addition to these schools, there are 2 private colleges, 2 branches of the state university (one a former A and M school, the other a new university) and 2 junior colleges. There is a planned university medical center, many private proprietary hospitals and three small planned parenthood affiliates. There are no private foundations with headquarters in the county. There is a 35-member Health and Welfare Council, a

Community Chest (in concert with a neighboring county), a Mental Health Association, a small Family Services, Catholic Social Service, and a bi-county Industrial Association. The OEO funded anti-poverty program is the largest private welfare agency in the county.

D. Minority Groups

There are a few Negro organizations in the county. There is no Urban League; there are 5 local NAACP Chapters and a CORE Chapter, but no Negro business group. There is also a new coordinated civil rights group, which has not overcome the suspicions of the various constituent groups.

While the Spanish speaking population is not as well organized as the Negro minority, it has several new groups which seek to serve as official spokesmen on matters affecting racial issues or minority rights. The Spanish speaking and the Negro groups have not always worked together for their mutual good. Also, there are a number of local Fair Housing groups, largely composed of whites.

E. Political Structure

The County has been heavily Republican since time immemorial, although the maverick county executive is a Democrat. In the last county-wide elections the Republican Party was able to elect 7 of the 10 members of the county Board of Supervisors, while two of the three Democrats were elected with Conservative support (as were 4 of the Republicans). The Board of Supervisors, which meets every other week, plays a continuing role in the county, especially as its members are also the Town Supervisors.

F. Non-OEO CAP Programs

The county has about 3 million dollars in ESEA Title I funds in the public schools; has an active County Planning Agency, a small Urban Renewal Authority in one of the ten towns. There are a number of manpower programs operating

including MDTA through the Employment Service, an OJT through the county Labor Department, another OJT through the county Human Relations Commission (a delegate agency of the CAA for a general manpower program), in-school and out-of-school N.Y.C. run by the county Labor Department. There is also a HUD funded demonstration transportation program to provide bus transportation for poverty residential areas to places of employment. BES has recently out-stationed some personnel in the CAP target areas. The colleges and universities have few government research projects in the social welfare fields; although one of the colleges is operating an OEO Headstart supplementary training grant that was obtained through the CAA.

II. THE COMMUNITY ACTION AGENCY

A. Background

Suffolk County was first funded for a Program Development grant in November 1964; at that time it was a Bureau in the county's Labor Department. Later it became a "semi-autonomous" agency of the county but in conflict revolving around organizing of welfare clients (the county "fathers" objected), a private non-profit agency became the CAA with largely the same governing board. As a result of the July, 1968 amendments to the EOA, where the county government designated the non-profit agency as the CAA, the Board of Directors has been reduced from 60 to 48 members, and includes 20 representatives of the poor.

B. The CAA Board

Initially target area representatives were not chosen directly by the poor but were nominated by each of the ten town supervisors. Later elections were held in each of the 13 "target areas" which elected one or two representatives depending upon the number of poor people in the area. The people of the area also elect two-thirds of the members of the 13 Neighborhood Councils. Of these 20 poverty "target area" representatives, meet OEO poverty criteria. In

addition, to these 20 Board members, there are representatives from the public sector (County Executives, Chairman of the Board of Supervisors, Public and Parochial Schools, Health, Welfare and Labor Departments, Employment Service, and Planning Commission), as well as representatives from the private sector (Legal Aid Society, County Psychological Association, Health and Welfare Council, NAACP, CORE, Spanish-speaking representative, Welfare Rights group, and unfilled seats for business and labor representatives).

C. Target Areas

Within the target areas there are approximately 20,000 poor families or 60% of the total poor families in the county. Although the target areas may be too narrowly defined, the CAA did choose the areas of most concentrated poverty for its target areas.

D. CAP Program

The initial mix of CAP programs was a remedial program. In the first one year and a half of operation, well over half of the total OEO funds were funnelled into delegated education programs. The remainder of the funds were directed to service oriented programs. Beginning with the third program year the program has been modified to comply with OEO priorities and agency redirection; compensatory education was drastically reduced, and more emphasis placed on Neighborhood Service Systems, a community organization thrust, and manpower. During program year C, the agency began redirecting both its program emphasis and the operational strategy of its nearly $3 million (total Program) grant. It operated all the full year and most of the summer Head Start and Neighborhood Service Centers, through the local Neighborhood Boards, as well as a Title IIIB Self-Help Housing program, and delegated Manpower, Family Planning and Legal Services. In summary, during Program

year C, program accounts included Administration, Neighborhood Service Systems, Community Organization, Manpower, 600 child full year Head Start program, a like-size summer Head Start, General Services, Legal Services, Family Planning, a special Planning grant, and the Title III-B Housing grant. In addition, an Upward Bound program was operated at the State University and one at one of the private colleges.

There has been a feeling that the central staff is too small to be as effective as needed. It consists of the Director, Program Director, Community Organization Specialist, Education Specialist, Manpower Specialist, Training Specialist, Housing Coordinator, Program Analyst, Budget Officer, bookkeepers, secretaries and clerks. The Director, a Negro promoted from the ranks, was selected after some pressure from the black community.

There is a severe weakness in the middle level professional staff, especially in manpower and planning and evaluation.

COMMUNITY ORGANIZATION

PROGRAM ACCOUNT WORK PROGRAM

SUFFOLK COUNTY CAP, GRANT NO. 0634 PROGRAM YEAR D

CAP FORM 7

OCTOBER 25, 1968

COMMUNITY ORGANIZATION WORK PROGRAM

I PURPOSE

a. Problems

There are two basic causes of poverty. One is a set of objective factors such as inadequate education or failing health. The other is membership in a group against which society discriminates. The former cause can often be met by individual action. That is, services can be provided (e.g. compensatory education or medical care) to change the individual, thus removing the cause of poverty. In the second case, group or community action is required to bring about institutional or social change to remove the cause of poverty. Too often, however, when the cause of poverty is initially institutional it also becomes individual, requiring both social and individual changes.

Out of these causes grow the apathy and sense of hopelessness experienced by large numbers of neighborhood residents in the target areas. Because the poor have traditionally viewed with suspicion the many service-oriented government programs aimed only at one cause of poverty, there often is a reluctance to participate in the new government community action programs. The problems of the low income resident have been poorly understood because there are few effective spokesmen for the poor. As a result the programs offered to solve poverty problems do not adequately reflect the needs of those they are to serve.

The thrust of this program account is to attack both individual and institutional causes by contacting the poor, explaining the CAA service programs, and involving them in the solution of their problems through individual and community action.

b. Objectives and Benefits

The chief objectives of community organization activities are

1. to stimulate low-income persons to organize themselves in such a way as to give life to their neighborhood councils;

2. to make these councils a force capable of planning and implementing programs for the development of their community;

3. to develop indigenous leadership capable of directing the community and its members toward self-determination;

4. to encourage other service agencies to develop programs and delivery systems responsive to the needs of the poor;

5. to encourage resident participation in policy-making, programming, and evaluation of all programs designed to serve the poor;

6. to provide the residents with the technical assistance necessary to identify and deal with their own problems;

7. to provide residents with increased pride in their areas, insight into their problems, the ability to articulate their needs and the skill to seek solutions through group action;

8. to bring about changes in the personnel practices in the local public agencies and private industries, particularly in their definition of professional and non-professional and skilled and unskilled job tasks, so that job opportunities for the poor are increased.

The secondary objective of this program account is service-oriented outreach. This entails increasing the accessability and relevance of existing social services by (1) seeking out the individual in need and bringing him to the service; and (2) decentralizing services and outstationing them in the areas of greatest need, thus bringing the services to the recepient.

c. Why anticipated results are realistic

During the current program year the community organization activities conducted in the target areas in which there are neighborhood centers were among the major reasons for the increase of 12% in program participation in CAP-sponsored programs.

Existing community resources are being redirected toward poverty activities in the target areas. These include the League of Women Voters, Legal Aid Society, Planned Parenthood Association, Employment Service, and the PTA.

II PARTICIPANTS

a. Potentially Eligible

There are 48,000 families living in the target areas. Of this number, 20,000 families are known to be below the poverty guideline. The community organizers will contact each family in the target areas at least once during PY "D".

b. Percent Eligible Who will Participate

It is estimated that approximately 16,700 residents (650 non-poor) of those contacted will become active participants in one or more additional program accounts. This represents a 40% increase over last year's participation.

c. Recruitment

Community organizers will conduct a door to door campaign to reach every target area family.

d. Selection Criteria

There will be no criteria applied beyond the OEO poverty guideline and residence within the target area.

II PROGRAM

a. Activities

The objectives of the program account will be achieved through contacting all target area families to describe SC CAP and its objectives, explain the projects and activities available this program year, and explore the possible areas in which they might wish to become involved. All residents will be urged to attend the monthly Neighborhood Council meetings and become active on a Council committee. They will be encouraged to become participants in those programs meeting their individual and family needs. Approximate percent of costs for this social action activity is 75%.

The second major objective of the program account, service-oriented outreach, will be achieved by (1) identifying individuals in need of neighborhood center and community services (2) bringing such individuals to the outstationed service units or neighborhood centers or bringing the services to the individual; and (3) following up with the service units and the individual recipients to insure that appropriate action is taken and to determine if further action is needed. Approximate percent of costs for this outreach activity is 25%.

Leadership training courses will be offered to members of the Neighborhood Council by the consultants from the University at no cost to the CAP.

The League of Women Voters is providing courses in how the county operates at no cost to the CAA.

b. Major Steps

	Start	End
1. Hire new staff	12/15/68	1/15/69
2. Staff Orientation	1/1/69	2/1/69
3. Train new staff	1/15/69	6/15/69
4. Contact and recruit target area families	1/1/69	12/31/69
5. Service outreach	1/10/69	12/31/69
6. In-Service training	1/15/69	11/15/69
7. Neighborhood Council Elections	2/1/69	2/10/69
8. Leadership Training	3/1/69	12/15/69
9. Contacting Community Service Agencies	4/1/69	10/15/69
10. Plan for PY "E"	5/1/69	5/15/69
11. CountyGovernment Lecture Series	5/10/69	10/15/69
12. Program Evaluation	4/1/69	10/1/69

c. Strengths and Weaknesses

The program is effective overall considering that it was initiated during the current program year and began with an almost totally new and inexperienced staff. One weakness was that program activities got underway later than expected, so that fewer contacts were made than anticipated. Another was the failure to have planned for sufficient training and technical assistance to the neighborhood councils.

The strength of the program was the intense belief in it as a means of alleviating the real causes of poverty by the entire staff from the director to each of the aides. In the few months the program has been operating, the staff has grown and developed into one of the agency's most capable, well coordinated, and highly motivated.

d. Program Changes

The changes will include provision of more training and technical assistance to the target area residents in the form of leadership training, government operations courses including speakers from local public and private agencies, and three additional central staff professionals. The latter will spend a portion of their time on this program account providing technical assistance. The fifth center also will have a Community Organization Coordinator in the requested program year.

e. Program Linkage

Among the basic purposes of this program account is to provide the coordination between and among all project activities whether CAA-administered or not. One of the major objectives of CAP is to provide an integrated collection of services and programs responsive to the needs of the neighborhood residents. To this end, records are maintained at each neighborhood center on all contacts made by outreach workers. These become the permanent record for all program participants used by staff in the neighborhood service systems program account. This account provides outreach for all other program accounts. Because it operates out of the Neighborhood Centers, and has close ties with the the intake, placement and referral personnel and outstationed personnel from other agencies, the linkage between this program account and the neighborhood services systems program account is particularly strong.

f. Follow-up

Follow-up activities generally are performed by the outreach workers in the normal course of their work. This includes periodic return visits to recipients to see that appropriate services were performed and to determine the need for further action. Other program accounts have provision for specific follow-up activities (see the other CAP Form 7's in this funding request).

g. Family Involvement

Both in the service outreach effort and in the door-to-door social action canvassing activities, one of the major thrusts will be to involve as many members of a family as there are services and organizational activities from which they might benefit.

h. Facilities

A complete description of the neighborhood service centers and their location appears in that program account work program. The community organization activities in all cases operate out of the neighborhood center.

i. Transportation

Transportation for emergencies or non-routine visits will be provided from the participant's home in four of the target areas to a larger center in five of the target areas by either the PTA Volunteer Drivers Club or a center staff member. Reimbursement for bus fare paid by participants from the other four target areas will be made.

j. Equipment

One new dictaphone is required for use by the additional Community Organization Coordinator.

k. Potential Problems

A major problem may be the recruitment of qualified personnel. An advertising campaign through regional newspapers and radio will be conducted. In addition, notices will be placed in the Social Workers Bulletin and in the dailies of the colleges and universities of the area. A second problem will be the continuing one of not being able to produce the desired results as quickly as program participants would like. This "apparent" failure produces despair in some and the general feeling that CAP is one more government gimmick. Thos who become disillusioned soon lose interest. One of the greatest challenges to the staff is to maintain the interest and enthusiasm of those residents with whom they have worked. One of the strengths of the program has been their success in doing so during the current program year.

l. Program Expansion

For PY + 1 an additional $87,000 could be used for:

1 Assistant Director	$10,500
10 Community Organizers	60,000
1 Secretary	6,000
3% Cost of living	2,295
10% Fringe Benefits	7,880
	$86,675

This expansion would enable the CAA to increase the service outreach and follow-up activities for all program accounts. The agency has the administrative capability to absorb the additional staff which would be necessary for several years. Only a small further expansion is requested for PY + 2.

IV. RESIDENT PARTICIPATION

a. Policy Advisory Groups

This program account does not have its own policy advisory groups as such. However, the neighborhood councils, which act as advisory groups to the neighborhood centers, are the embodiment of community organization. They represent the basic organ through which the target residents make their views and wishes known. The community organization program director meets informally once a month with the council chairmen and an additional representative from each target area to talk about the program and seek new ideas for its improvement. He discusses major proposed policy changes with them in advance of his final decisions and makes clear the important role this group plays in the overall community organization effort.

b. See answer to this question on CAP 7, Program Account 07.

c. Program Ideas From Residents

Supplementing the informal mechanism discussed above are the monthly meetings the center directors hold with a standing subcommittee of the neighborhood councils. Two of these groups have proven to be effective, three are not yet fully operational.

Community organizers are continually in contact with the target area residents for whom the programs exist. Many ideas for program operation have been incorporated into the community organization program as a direct result of these contacts. These ideas include one to be implemented next month that provides for the community organizer during the first home visit to schedule a second visit at a time convenient for the entire family to be present if on the first visit only one person is at home. This will be encouraged by the community organizer who will on the initial visit attempt to create general interest in the program rather than recruit for specific activities. Because this will likely result in many evening appointments, the staffing arrangements may be difficult. The community organizers are nevertheless enthusiastic about the prospects and anxious to begin. Presently, home visits are made only during the day, Monday through Friday.

Other resident ideas to have emerged during the monthly business meetings have been:

1) Expansion of neighborhood center hours, as follows:

Monday - Friday	8:00 a.m. -	10:00 p.m.
Saturday	10:00 a.m. -	10:00 p.m.
Sunday	12:00 a.m. -	8:00 p.m.

2) To organize a buyer's club for area residents that would be planned, developed, and operated by the neighborhood councils. The central staff is presently assisting a committee of residents to study the possibility of funding this kind of program through local or foundation resources.

3) To hold monthly socials often including a brief orientation to the neighborhood center and its programs.

d. Mechanisms for Resident Influence on Program

1) Program director's monthly meeting

2) Center directors' monthly meeting

3) Community organizers daily contact with residents

4) Center staff weekly staff meetings

5) CAA Board Meetings.

e. Assistance to Target Area Groups

Members of the central and center staffs will attend all neighborhood council meetings to which they are invited to assist the residents in identifying and articulating their needs and interests.

Leadership and government operations training will be provided to all interested neighborhood council members. This will include techniques of dealing with local public officials and business leaders; skills in developing and implementing programs and in obtaining federal funds through learning to prepare program proposals; techniques of building effective neighborhood organizations, and of channeling creative conflict. These courses will begin with the fundamental concepts and operation of democracy, political power, and leadership and progressively advance to more highly sophisticated levels. The full cycle takes a year, but will begin twice during this program year so that during the last six months classes will be conducted at both the beginning and advanced stages.

V ADMINISTRATION

a. Why Program Delegation

The CAA directly administers this program account in seven centers. The six other "target areas" neighborhood-based organizations will administer the community organization effort. Delegation of this entire program account is one of the CAA's major objectives. The thrust of the program is to foster effective resident organizations to the end that strong, viable indigenous institutions will develop with the capability of controlling, designing, and implementing programs fully responsive to those they serve.

b. Staff Recruitment

Staff will be recruited through a combination of traditional approaches (e.g. newspapers, radio spots, window posters, and bulletins), efforts by community organizers through their outreach activities, and references by neighborhood councils. Professionals will be recruited nationwide. Selection standards and procedures are included in the personnel plan submitted with the Community Action Agency Basic Information.

Non-professionals will be selected from the target area in which they will work. The center director will chair a committee of four social workers who will select the non-professionals on the basis of intelligence, poise, appearance and program interest.

c. Job Requirements

All program account staff positions, with the exception of program director, assistant director and the coordinators, may be filled by resident non-professionals.

d. Non-Professional Advancement

A five evening in-service training program in the principles and practices of community organization is offered twice a year and employees are not only encouraged to participate but receive overtime pay and travel expenses.

Twice a year supervisors assess employee performance and annually each center's community organization staff holds a weekend seminar to discuss the program, staff, and needed improvements in both.

It is altogether possible that in a five-year span of time a resident community organizer with ambition to get the necessary training and education could become program director on the central staff.

e. Other Agency Employment Opportunities

Service agencies in the community have not been reluctant to employ a few of our more capable staff people. Since the organization of the CAP, seven community organization workers have moved into higher paying positions with the :

Health Department - Health Aide

Department of Parks & Recreation - Program Development

Housing Authority - Inspector

School Department - Liaison with Welfare Department

Family Services Association - Outreach

In Program Year D, the central staff will undertake a more formal program to locate non-CAA positions for its non-professional staff members.

f. Volunteer Services

The PTA has organized a volunteer drivers club to transport residents in target areas without centers to the closest centers.

The League of Women Voters is providing the leadership training for neighborhood council members.

Two social science professors are providing government and citizenship training through a federal grant to all interested council members.

g. Volunteer Recruitment

The program director has been responsible for recruitment of volunteers and likely will continue to perform this function during the coming program year.

h. Consultants

A labor organizer will develop and deliver the training program for neighborhood council members in techinques of dealing with local public officials and business leaders. A contract was made with a local university to develop and conduct an evaluation of the entire community organization program.

i. Staff Training

See discussion under item V-d.

VI COORDINATION

a. Checkpoint Procedure

CAP Forms 46 are attached as required.

b. Other Agencies

No other agencies in the county have undertaken a massive social action, outreach and follow-up program like that performed in this program account.

c. Arrangements with Other Agencies

The CAA helps to recruit potential enrollees for the following manpower administered programs:

Neighborhood Youth Corps

On-the-Job Training

Manpower Development and Training Assistance

Follow-up is performed by the CAA for participants in all programs operated out of the neighborhood centers.

Referrals are made by community organizers to appropriate public and private agencies.

PAGE 1 OF PAGES

Form Approved, Bureau of the Budget No. 114-R0138

OFFICE OF ECONOMIC OPPORTUNITY - APPLICATION FOR COMMUNITY ACTION PROGRAM

PROGRAM ACCOUNT BUDGET (Please type or print clearly)

1. APPLICANT AGENCY: Suffolk County CAP.
2. DATE SUBMITTED: 10/25/68
3. PROGRAM YEAR: D — END DATE: 12/31/69
4. GRANT NO.: 0634
5. a. PROJECT NO.: 08
b. NAME: Community Organization
PROGRAM ACCOUNT
c. START DATE: 1/1/69
d. END DATE: 12/31/69
6. SUBMITTED AS PART OF (check one): a. ☐ AMENDMENT REQUEST (If this item is checked, attach CAP Form 254, "Justification for Program Account Amendment".) b. ☐ FUNDING REQUEST

SECTION I. BUDGET SUMMARY

COST CAT. NO.	COST CATEGORY	APPROVED PYC: TOTAL PROGRAM	APPROVED PYC: NO. MOS.	REQUESTED PROGRAM YEAR: TOTAL PROGRAM	REQUESTED PROGRAM YEAR: FEDERAL SHARE	REQUESTED PROGRAM YEAR: NON-FEDERAL SHARE	REQUESTED PROGRAM YEAR: NO. MOS.	REQUESTED PROGRAM YEAR +1 FULL-YEAR: TOTAL PROGRAM	REQUESTED PROGRAM YEAR +1 FULL-YEAR: NO. MOS.	REQUESTED PROGRAM YEAR +1 EXPANDED: TOTAL PROGRAM	REQUESTED PROGRAM YEAR +1 EXPANDED: NO. MOS.	REQUESTED PY+2 EXPANDED: TOTAL PROGRAM	REQUESTED PY+2 EXPANDED: NO. MOS.
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)	(13)	(14)
1.	PERSONNEL COSTS	258,739		269,260	258,708	10,552		302,832		389,509		401,489	
1.1	SALARIES AND WAGES	243,910		235,910	8,000								
1.2	FRINGE BENEFITS (Private employer's share only)	23,598		22,798	800								
1.3	CONSULTANTS AND CONTRACT SERVICES	1,752		1,752		1,752							
2.	NONPERSONNEL COSTS	36,247		37,026	27,188	9,838		45,392		55,093		60,093	
2.1	TRAVEL	13,004		13,004	13,004								
2.2	SPACE COSTS AND RENTALS	14,750		14,750	5,625	9,125							
2.3	CONSUMABLE SUPPLIES	5,394		5,394	5,394								
2.4	RENTAL, LEASE, PURCHASE OF EQUIPMENT	1,508		795	795	713							
2.5	OTHER COSTS	2,370		2,370	2,370								
	TOTAL COSTS	294,986	12	306,286	285,896	20,390	12	348,226	12	444,602	12	461,582	12
	FEDERAL SHARE	275,438		285,896				326,984		421,163		435,315	
	NONFEDERAL SHARE	19,548		20,390				21,242		23,439		26,267	

CAP FORM 25 (REV. AUG 68) REPLACES CAP FORMS 23, (APR 68); 25, (FEB 66); AND 43, (MAR 67), WHICH ARE OBSOLETE.

IV-46

SECTION II. SALARIES AND WAGES *(Itemization of Cost Category No. 1.1)*

7. PAID PERSONNEL							8. VOLUNTEERS			
NO. PERSONS (1)	TITLE OR POSITION (2)	ANNUALIZED SALARY (3)	NO. OF MOS. (4)	% OF TIME (5)	FEDERAL SHARE (6)	NON-FEDERAL SHARE (7)	CATEGORY OF VOLUNTEER (8)	WAGE PER HOUR (9)	NO. OF HOURS (10)	NON-FEDERAL SHARE (11)
1	Community Org.Prog.Dir	12,708	12	100	12,708					
1	Comm.Org.Ass't.Prog.Dir	10,500	12	100	10,500					
4	Comm.Org.Coordinator	8,500	12	100	34,000					
3	Comm.Org.Coordinator	8,000	12	100	16,000	8,000				
2	Comm.Org.Coordinator	8,500	10	100	14,160					
6	Secretaries	5,500	12	100	33,000					
1	Secretary	5,500	11	100	5,042					
6	Coomunity Organizer II	7,000	12	100	42,000					
4	Community Organizer II	6,500	12	100	26,000					
4	Community Organizer I	5,000	12	100	20,000					
5	Community Organizer I	4,500	12	100	22,500					
18	TOTALS, PAID PROFESSIONAL PERSONNEL				125,410	8,000				
19	TOTALS, PAID NONPROFESSIONAL PERSONNEL				110,500					
37	TOTALS, PAID PERSONNEL				235,910	8,000	TOTALS, VOLUNTEERS			

CAP FORM 25 (REV. AUG 68)

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OFFICE OF ECONOMIC OPPORTUNITY - APPLICATION FOR COMMUNITY ACTION PROGRAM

PROGRAM ACCOUNT BUDGET SUPPORT SHEET *(Please type or print clearly)*

Form Approved Budget Bureau No. 119-R0153

1. APPLICANT AGENCY	2. DATE SUBMITTED	3. PROGRAM YEAR / END DATE	4. GRANT NO.
SC -CAP, Inc.	10/25/68	D / END DATE: 12/31/69	0634

5. PROGRAM ACCOUNT

a. NUMBER	b. NAME	c. BEGINNING	d. ENDING
08	Community Organization	1/1/69	12/31/69

6. BUDGET SUPPORT DATA

COST CATEGORY NO. (1)	DESCRIPTION OF ITEM AND BASIS FOR VALUATION (2)	AMOUNT OR VALUE OF ITEM: FEDERAL SHARE (3)	AMOUNT OR VALUE OF ITEM: NON-FEDERAL SHARE (4)
1.1	In-kind provided by ATTACK. Must be used in Target Area D where ATTACK operates.		8,000
1.2	In-kind Fringe Benefits provided by ATTACK. Same condition as above.		800
1.3	Labor Union Organizer employed and contributed by United Steel Workers. 96 hours		432
	based on annual salary of $9,000 or $4.50 an hour. No conditions.		
1.3	Professor of Social Psychology, Graduate Teaching Assistant in Social Psychology and		1,320
	Secretary provided by State University to develop and conduct evaluation of		
	program account. In-kind valuation based on salaries paid by University. Professor		
	120 hrs.(15 days) @ $7/hr. (annual salary $14,000)= $840; Graduate Teaching		
	Assistant 120 hrs. @ $2/hr. (annual salary $4,000)= $240; Secretary - 80 hrs.		
	(10 days) @ $3/hr. (annual salary $6,000)= $240. No conditions.		
2.1	Travel for 1 additional coordinator and 15 additional organizers: 400 miles/mo/person	7,040	
	x average of 11 mos. per person x 10¢/mile.		
2.2	Office space in-kind for two professionals and six non-professionals and meeting room		3,125
	1250 sq. ft. at $2.50 per sq. ft. including utilities and janitorial services		
	TOTALS CARRIED FORWARD FROM ATTACHED PAGES *(if any)*	270,922	6,712
7. ☐ ADDITIONAL NARRATIVE STATEMENT IS ATTACHED	TOTALS	277,962	20,390

CAP FORM 26a (REV. AUG 68) REPLACES CAP FORM 26 DATED APR 68 WHICH IS OBSOLETE

OFFICE OF ECONOMIC OPPORTUNITY - APPLICATION FOR COMMUNITY ACTION PROGRAM

PROGRAM ACCOUNT BUDGET SUPPORT SHEET *(Please type or print clearly)*

Form Approved
Budget Bureau No. 49-R59.3

1. APPLICANT AGENCY	2. DATE SUBMITTED	3. PROGRAM YEAR	4. GRANT NO.
SC-CAP, Inc.	10/25/68	D END DATE: 12/31/69	0634

5. PROGRAM ACCOUNT

a. NUMBER	b. NAME	c. BEGINNING	d. ENDING
08	Community Organization	1/1/69	12/31/69

6. BUDGET SUPPORT DATA

COST CATEGORY NO. (1)	DESCRIPTION OF ITEM AND BASIS FOR VALUATION (2)	AMOUNT OR VALUE OF ITEM: FEDERAL SHARE (3)	AMOUNT OR VALUE OF ITEM: NON-FEDERAL SHARE (4)
	contributed by Neighborhood Centers Association. No conditions.		
2.2	Office space in-kind for two professionals, four non-professionals and meeting room:		2,750
	1100 sq. ft. at $2.50 per sq. ft. including utilities and janitorial services,.		
	contributed by League of Women Voters. No conditions.		
2.2	Office space in-kind for two professionals, four non-professionals and meeting room:		3,250
	1300 sq. ft. at $2.50 per sq. ft. including utilities and janitorial services,		
	contributed by Urban Renewal Authority. No conditions.		
2.3	Consumable supplies for 1 additional coordinator, 15 additional organizers, and 2	1,238	
	additional secretaries: $6.25/mo/person x average of 11 mos./ person.		
2.4.	Equipment donated by Better Business Bureau: Valued at 1/3 GSA Purchase Brice 11		713
	Executive Desks @ $26; 2 Ex. chairs @ $23; 2 secretarial desks @ 27; 2 Secretarial		
	Chairs @ $6; 9 side chairs @ #.50; 2 electirc typewriters @ 94; 1 conference table		
	@ 12; 1 storage cabinet @ $14, 3 file cabinets @ $18; 1 book-case @ $14.50.		
	Federal Share Not Itemized	269,684	
	TOTALS CARRIED FORWARD FROM ATTACHED PAGES *(if any)*		
	TOTALS	270,922	6,713

7. ☐ ADDITIONAL NARRATIVE STATEMENT IS ATTACHED

CAP FORM 25o (REV. AUG 68) REPLACES CAP FORM 23, DATED APR 68, WHICH IS OBSOLETE.

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SECTION II.

7. SALARIES AND WAGES (Itemization of Cost Category No. 1.1)

PAID PERSONNEL

NO. PERSONS (1)	TITLE OR POSITION (2)	ANNUALIZED SALARY (3)	NO. OF MOS. (4)	% OF TIME (5)	FEDERAL SHARE (6)	NON-FEDERAL SHARE (7)
	Non professional help to develop and conduct prog. eval. 496 hours @ $1.80 per hour.				893	---
	TOTALS, PAID PROFESSIONAL PERSONNEL					
	TOTALS, PAID NONPROFESSIONAL PERSONNEL				893	---
	TOTALS, PAID PERSONNEL				893	---

8. VOLUNTEERS

CATEGORY OF VOLUNTEER (8)	WAGE PER HOUR (9)	NO. OF HOURS (10)	NON-FEDERAL SHARE (11)
TOTALS, VOLUNTEERS			

d. Financial Help from Other Agencies

To date no effort has been made to enlist the support of other agencies and there is no plan to do so. This is a uniquely CAA-sponsored activity, and its effectiveness derives from its relative freedom of local pressures that would be inherent in local funding.

e. Changes in Approach to Poverty

This program account has become operational so recently that it is not possible to address this question with certainty. The results so far, however, indicate the following might reasonably be expected:

1. a better understanding of the causes and conditions of poverty by both its victims and the public and private agencies offering services to the poor;

2. an enlightened approach to the solution of the community conditions of poverty along with the traditional approach to the individual causes of poverty;

3. an increased role for the poor in policy and program decisions of public and private service agencies;

4. the development of viable indigenous institutions capable of being fully responsive to local needs;

5. the development of neighborhood identity, pride, and mutual concern for the social, physical, and economic rehabilitation of the area;

6. the creation of the desire and motivation of residents for self-improvement;

7. an expansion of the opportunities open to area residents in all aspects of community life;

8. an increase in the resources devoted to the target areas by all public and private agencies.

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VII EVALUATION

a. Program Evaluation

The State University is responsible for the evaluation of this program and will develop the criteria and methodology to be used. Their evaluation will be conducted both at 4 and 8 months into the program year. The staff will include:

1 Professor of Social Psychology

1 Graduate Psychology Student

1 Secretary

The CAA central staff will conduct an assessment of the program during the month of June, six months into the program year. This assessment will include interviews with staff members and program participants. Standards for the program will be those developed under the above contract.

The central staff also performs quarterly evaluations of the program through a review of all pertinent reports and data including one prepared by each program director.

The annual center staff seminar will also result in a written evaluation report.

b. Implementing Recommendations

A committee composed of the chairman of the CAA Governing Board's Program Committee, the central staff Deputy Directors for Operations and Planning, Program Development, and Training, and the Program Analysis and Evaluation Specialist, the center directors, community organizers, and 5 neighborhood residents, meets twice a year to consider major policy and program changes resulting from the various evaluations. Decisions resulting from this committee are discussed by the center directors with their staffs who make recommendations to the committee for acceptance, rejection, or modification. The Program Director likewise discusses recommendations at his informal monthly meetings and the same procedure as above applies..

ERIC Clearinghouse
JUL 20 1970
on Adult Education